

Increasing Innovative Performance through Organization Culture, Work Satisfaction and Organization Commitments

Sudarnice

Sembilanbelas November Kolaka University, Kolaka, Indonesia

usnnays@gmail.com

Abstract

This research was conducted to measure innovative performance of teachers at the State Vocational High School Kolaka, Kolaka District, Southeast Sulawesi Province. Variables used in this study are organizational culture, job satisfaction, organization commitment and innovative performance. Organization culture, job satisfaction as an independent variable in analyzing organization commitment variables. While other variables namely innovative performance as the dependent variable. Sampling technique in this study was to use a census method with a total of 98 respondents, while those collected were 82 questionnaires. Data analysis in this study uses smart PLS (Partial Least Square). Finding of this study found that organizational culture and job satisfaction have positive relationship on organization commitment. Moreover, organization culture, job satisfaction, and organizational commitment have positive relationship toward innovative performance.

Article Info

- **Received** : October 31, 2019
- **Revised** : December 20, 2019
- **Published** : January 19, 2020
- **No. Pages** : 88-99
- **DOI** : 10.33019/ijbe.v4i1.251
- **JEL** : J28, L2, O15
- **Keywords** : *organization cultures, job satisfaction, commitment organization, innovative performance*

1. Introduction

Human resources (HR) are a very important factor in dealing with industry 4.0. Organization competitiveness depends entirely on the capabilities and competencies of human resources. As one of the strategic assets of the organization, human resource management plays an important role, especially related to organization results in the form of commitment and innovation performance in the organization. Although much research has been done, empirical studies that position organization commitment are very limited in proportion. Organization commitment viewed partially as a determinant factor or determinant or affected factor (effected factor) as in other factors effect. This shows that organizational commitment has several antecedents or determinant factors that can affect intensity while having several performance impacts or consequences. Various studies carried out only look at organization commitment as antecedents or at other times organization commitment is seen as a consequence of other variables. Thus, there is a need for research that positions organization commitment as an intervening variable that is influenced by certain determinants and at the same time has the performance consequences of certain individuals.

Organizational culture and job satisfaction are very important in advancing organizational commitment and innovative performance, therefore organizations must be able to improve implementation through improving the improvement of human resource management in organizations based on the values of objectivity (Wahyunianti Dahri & Aqil, 2018). Innovation in vocational schools is the new learner's, methods, new work processes, collaboration between teachers, and collaboration with other schools, educational institutions and companies. Some studies in the context of work investigate the innovative performance of employees defined as work activities carried out by individuals during the innovation process. Generation of new ideas is part of this process, but these ideas must be realized in practice because one of the successes of an organization is innovative work behaviour (Ardhito & Wicaksono, 2018). Ability to have a high level of innovative performance is essential in competitive global markets, particularly for vocational schools. Schools are the cutting edge of education policy debate which innovation can be one of the engines of the growth. Relationship between organizational learning, innovation culture, and innovative performance leads to a conceptual framework that can help organizational strategies and practices to keep them aligned with dynamic market. Framework may guide the organizational sector how to adopt innovation activities in their practices to gain a desirable performance in the competitive environment. (Halim et al., 2014)

In education, teacher innovation regulation is a very important problem that needs to be addressed. However, the analysis of teacher work carried out to develop innovations in each school is less attention. Although there is recognition of the important role of teachers in developing innovation, many studies have not investigated how teachers are involved in the innovation process and how their active contributions can be encouraged and fostered. Although teachers at some stage may be involved in process innovation in their schools, innovative work performance only refers to activities that are carried out to generate ideas or support others in realizing their ideas. For example, the daily challenges in vocational schools may be that the teacher has to overcome a large number of students with motivational problems due to a lack of job perspective. Over the past three years, namely, 2015-2017 has been a decline in some numbers related to the assessment of teachers' innovative performance. According to observations, teachers do not understand the achievement of the vocational high school mission, which one was to prepare prospective students who could be independent. So that in preparing the teaching plan, the teachers did not implement innovative performance then made the percentage of innovative performance of teachers in Kolaka Regency in the last three years.

2. Literature Review

Organizational Culture and Organizational Commitment

According to Rachmaliya and Efendy (2017), organization culture is a set of basic assumptions and beliefs are held by members of the organization, then developed and inherited to overcome the problems of external supervision and internal integration problems. Organizational culture influences organizational commitment. This matter supports the research conducted by (Kim et al., 2005). Kim and Rowley's (2005) research shows that culture organization influences organizational commitment. Rashid & Lodh (2003) shows that organizational culture and commitment affect performance organization. (Sadri & Lees, 2001) research shows that organizational culture must be integrated with individual values to build a strong organization which in turn will foster the organization's ability to compete (competitive advantage).

H1: Organizational culture has a positive effect on organizational commitment.

Job Satisfaction and Organizational Commitment



Wahyunianti Dahri and Aqil (2018) explained the organizational culture and job satisfaction are considered very important in improving organizational commitment and innovative performance. This strengthens the results of research conducted by (Ayala et al., 2017) who carried out on employees in Spain who show that satisfied employees will tend to increase innovative behaviour at work. This strengthens previous researchers who examined the relationship between organizational culture and organizational commitment in the school environment as examined by Similarly in previous research conducted in the world of education, especially schools, as conducted by Rizwan Qaiser Danish with the title "Job Satisfaction And Organizational Commitment Of Teachers In Pakistan Public Sector found that job satisfaction has a significant influence on organizational commitment (Danish and Usman, 2010). Job satisfaction influences commitment. This reinforces the results research conducted by (Wu & Norman, 2006). Research by Wu and Norman (2006) shows a positive correlation between job satisfaction and organizational commitment. Yousef Research (1998) shows that positively, job satisfaction is a predictor of commitment organizational while the research of Martin and O'Laughlin (1984) shows that increased job satisfaction among part-time employees in a Battalion the United States Army has consistently influenced increased commitment organizational.

H2: Job satisfaction has a positive effect on organizational commitment.

Organizational Culture and Innovative Performance

Organizational culture influences innovative performance corroborates the results of research conducted by (Deshpandé & Farley, 2004). Relationship between organizational culture and innovative performance is the centre of attention of Desphande and Farley's (2004). (Hult, 2004) in his research stated that in the environment a company of Chals, organizational culture is a determinant the main for innovative performance is to achieve optimal company performance. Wallace et al. (1999) shows that organizational culture is capable form a climate conducive to the managerial values of the organization

H3: Organizational culture has a positive effect on innovative performance.

Job Satisfaction and Innovative Performance

Job satisfaction influences innovative full performance. This strengthens the results of research conducted by (Ayala et al., 2017) who carried out on employees in Spain who show that satisfied employees will tend to increase innovative performance at work. (Niu et al., 2014) in his research towards the service industry in Taiwan which states that innovative performance can be influenced by job satisfaction because innovative performance is not an innate employee but rather a behaviour that can be stimulated by increasing employee job satisfaction. Likewise with research by (Attig et al., n.d.), conducted on employees in Islamabad and Rawalpindi who explained that job satisfaction affects performance innovative. The formation of employee job satisfaction needs to be done to improve innovative performance to make a change.

H4: Job satisfaction has a positive effect on innovative performance.

Organizational Commitment and Innovative Performance

Organizational commitment influences innovative performance. This matter corroborating the results of research conducted by Vermeulen (2004) in (Gusty & Andri, 2018) emphasizing its importance in managing product innovation through efforts to build organizational commitment. Results his research also identifies the process of innovation that can be overcome by improvement organizational commitment along with various internal obstacles. De Jong and Kemp (2003) in his research showed that perceptions of job challenges, autonomy, attention to strategy, external contact and positive market differentiation influence the creation of innovative performance.

H5: Organizational commitment has a positive effect on innovative performance.

3. Research Methods

This research uses causal design explanatory to analyze the relationship between organizational culture variables, job satisfaction towards innovative performance through organizational commitment as an intervening variable. Population in this study were all Kolaka State Vocational School teachers, which amounted to 98 people. Census technique uses the entire population presented as a sample in the study, so in conducting research the entire population is given a questionnaire. However, of the 98 questionnaires distributed, only 82 people returned. Data of this study are primary data obtained from questioners guided by interviews with 98 teachers of SMK Negeri Kolaka and secondary data as supporting primary data obtained through archives or records in Kolaka State Vocational School, literature study for seek information that are related to those discussed in the form of books, journals, magazines and others that help writers in seeking information and information relating to organization culture, job satisfaction, work commitment, and innovative performance.

Data analysis in this study was carried out using the Partial Least Square (PLS) structural equation model. Based on previous research by Sanchez (2013) in analyzing data, the steps taken include testing the Inner Model or commonly referred to as inner relations, structural models, Substantive theory, namely the specification of the relationship between latent variables (structural models) and external models or external relations, namely specification of the relationship between latent variables and indicator or manifestation of variables (measurement models). Path model in PLS consists of three sets of relationships: (1) inner models that specify relationships between latent variables, (2) outer models that specify the relationship between latent variables and their indicators or manifests and, (3) weight relations which can calculate latent variable scores (Sanchez, 2013). The reason authors chose variant-based SEM with Smart PLS following Hair et al. (2014) that the analysis can be carried out in a minimum number of sample sizes ranging from 30 to 100 cases and has a large complexity model that can accept up to 1000 indicators.

Table 1. Research Variables and Indicators

No	Variable	Indicator	Based on	Scale
1	Organization Culture	<ul style="list-style-type: none"> • Mission • Consistency • Adaptability • Self-involvement 	Denison and Mira (1995)	Likert (1-5)
2	Job satisfaction	<ul style="list-style-type: none"> • Work • Supervision • Salary • Co-workers 	De Vries (2004)	Likert (1-5)
3	Organization commitment	<ul style="list-style-type: none"> • Happy at work • Attitude has an organization • Work is a necessity • Attitude remains working in the organization 	Porter (2001)	Likert (1-5)
4	Innovative Performance	<ul style="list-style-type: none"> • Planning a new idea • Have a new idea • Communicate new idea 	Gaynor (2002)	Likert (1-5)

No	Variable	Indicator	Based on	Scale
		• Applying a new idea		

4. Results

Respondent Profile

Based on the results of the study showed that of 82 respondents with male sex more than the number of female respondents, while the number of male respondents amounted to 43 people (52%) while the number of female respondents amounted to 39 people (48%). Education level of respondents is divided into 3 levels of education, namely the level of education of 7 respondents (8.54%), the level of education of S1 is 73 respondents (89.02%), and the level of education of D3 is 2 respondents (2.44%). While based on the length of service of each respondent, the most respondents were respondents with a work period of 8-12 years, namely 29 respondents (35.37%), and the lowest tenure of 13-17 years were 6 respondents (7.22%) and ≥ 18 years, each with 22 respondents (26.83%).

Descriptive Variable Analysis

Based on Table 1, it can be concluded that the indicator of the smallest average score on all variables is that there are innovative performance variable indicators that apply a new idea of 3.84 and the highest average score is on the indicator of organizational culture variables, namely adaptability of 4.13.

Table 1. Descriptive Analysis Results

Indicator	STS		TS		N		S		SS		Mean
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
X1.1	0	0	5	6,09	8	9,75	46	53,3	23	30,2	4,06
X1.2	0	0	7	8,53	7	8,53	39	42,68	29	34,2	4,06
X1.3	0	0	4	4,88	14	17,07	31	37,80	33	40,24	4,13
X1.4	0	0	8	9,76	13	15,85	35	42,68	26	31,71	3,96
Job Satisfaction											
X2.1	0	0	3	3,65	16	19,51	38	46,34	25	30,49	4,03
X2.2	0	0	7	8,53	9	10,98	36	43,90	30	36,59	4,08
X2.3	2	2,44	5	6,09	16	19,51	34	41,46	25	30,49	3,91
X2.4	2	2,44	5	6,09	16	19,51	34	41,46	25	30,49	3,91
Organizational Commitment											
Y1.1	0	0	4	4,88	10	12,19	45	54,88	23	24,05	4,06
Y1.2	0	0	10	12,19	5	6,09	39	47,57	28	34,15	4,03
Y1.3	2	0	13	15,85	5	6,09	36	43,90	28	34,15	3,96
Y1.4	2	0	1	1,21	15	18,29	47	57,72	19	23,17	4,02
Innovative Performance											
Y2.1	0	0	3	3,66	31	37,80	16	19,51	32	39,02	3,91
Y2.2	0	0	4	4,88	20	24,39	36	43,90	22	26,83	3,92
Y2.3	2	0	2	2,44	19	23,17	40	48,78	21	25,61	3,97
Y2.4	2	0	8	9,75	16	19,51	39	47,56	19	23,17	3,84

Source: Primary Data Processed

Validity Convergent

Table 2. Value of Loading Factor Indicator

Variable	Loading Factors	Status
Co-workers	0,935	Valid
Work is a necessity	0,934	Valid
Attitude of having an organization	0,932	Valid
Happy at work	0,931	Valid

Variable	Loading Factors	Status
Arranging new ideas	0,857	Valid
Plan a new idea	0,853	Valid
Mission	0,833	Valid
Salary	0,824	Valid
Consistency	0,817	Valid
Communicate new ideas	0,795	Valid
Supervision	0,783	Valid
Self-involvement	0,775	Valid
Adaptability	0,759	Valid
Happy at work	0,699	Valid
Apply new ideas	0,662	Valid
Attitude to keep working is organized	0,625	Valid

Source: Primary Data Processed

Based on Table 2, it can be seen that all indicators meet the data validity requirements above 0.5 so that the data is sufficient and worth maintaining. From the above data are arranged based on the highest to lowest loading factor values. So it can be seen which indicators have the highest data validity requirements. Indicator of self-involvement is the highest value, 0, 935, which means that respondents' perceptions of self-involvement are very good. And so on until the lowest is the attitude indicator to keep working in the organization that is 0.625 means that the indicator is said to be feasible or good enough.

Table 3. Validity & Reliability Test

Variable	T-Statistic	Status	Composite Reliability
BO			
X1.1	22,149	Valid	0,874
X1.2	15,832	Valid	
X1.3	13,454	Valid	
X1.4	15,253	Valid	
KK			
X2.1	16,391	Valid	0,926
X2.2	14,293	Valid	
X2.3	59,224	Valid	
X2.4	72,856	Valid	
KO			
Y1.1	12,221	Valid	0,881
Y1.2	62,661	Valid	
Y1.3	57,484	Valid	
Y1.4	4,061	Valid	
PI			
Y2.1	23,322	Valid	0,872
Y2.2	30,624	Valid	
Y2.3	17,513	Valid	
Y2.4	8,833	Valid	

Note: BO: Organization culture; KK: Job satisfaction; KO: Organizational commitment; PI: Innovative performance

Source: Primary Data Processed

Based on the composite reliability test results from the indicator blocks of organizational culture construct (BO = 0.874), job satisfaction (KK = 0.926), organizational commitment (KO = 0.881), and innovative performance (PI = 0.872) which means all of these indicators have

good values so that if measurements are taken back on the subject the same can give relatively the same results.

Table 4. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
BO	0.634
KK	0.759
KO	0.655
KI	0.633

Source: Primary Data Processed

The table above shows that the AVE value is above 0.5 for all constructs contained in the research model.

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha
BO	0.813
KK	0.863
KO	0.843
KI	0.754

Source: Primary Data Processed

The recommended value is above 0.6 and the table above shows that the Cronbach's Alpha value for all constructs is above 0.6.

Table 6. R-Square Result

	R-Square
KO	0.567
KI	0.776

Source: Primary Data Processed

Based on the value of the R-square construct norms of Organizational Commitment, Organizational Culture and Job Satisfaction are determinants of Organizational Commitment of 0.567, meaning that 56.7% of variation in Organizational Commitment can be explained by variations in Organizational Culture and Job Satisfaction and 43.3% is determined by other variables which do not enter the regression model. Based on the R-square value of the Innovative performance construct being a determining factor in the variable Organizational Culture, Job Satisfaction, and Organizational Commitment of 0.776, meaning that 77.6% of the variation in Innovative performance can be explained by variations in Organizational Culture, Job Satisfaction and Organizational Commitment, while the remaining 22.4% is determined by other variables not included in the regression model.

Table 7. Coefficient Parameter & T-Statistic

Variable	Original sample estimate	Mean of subsamples	Standard deviation	T-Statistic
BO – KO	0.558	0.572	0.119	4.709
KK – KO	0.220	0.221	0.100	2.203
BO – KI	0.380	0.453	0.121	3.147
KK – KI	0.224	0.209	0.112	2.004
KO – KI	0.357	0.303	0.149	2.392

Source: Primary Data Processed

Hypothesis Testing



Effect of Organizational Culture on Organizational Commitment

Based on the PLS test results obtained by the t-statistical test of 4.709 is greater than the t-table 1.999 ($t_{count} > t_{table}$). While the estimated coefficient (β) value is 0.558. It can be interpreted that there is a significant positive influence of organizational culture variables on organizational commitment. So it can be concluded that the better the application of organizational culture, the better the organizational commitment of Kolaka State Vocational School teachers is thus the first hypothesis of this study is accepted.

Effect of Job Satisfaction on Organizational Commitment

Based on the PLS test results obtained t-statistic test results of 2.203 greater than t-table 1.999 ($t_{count} > t_{table}$). While the estimated coefficient value (β) of 0.220. It can be interpreted that there is a significant positive effect of the variable job satisfaction on organizational commitment. So it can be concluded that the higher the level of satisfaction, it will have a positive impact on the organizational commitment of Kolaka State Vocational School teachers. Thus the second hypothesis of this study was accepted.

Effect of Organizational Culture on Innovative Performance

Based on the PLS test results obtained t-statistic test results of 3.147 is greater than t-table 1.999 ($t_{count} > t_{table}$). While the estimated coefficient (β) value is 0.380. It can be interpreted that there is a significant positive influence of organizational culture variables on innovative performance. So it can be concluded that the better the application of organizational culture, the better the innovative performance of Kolaka State Vocational School teachers. Thus the third hypothesis of this study was accepted.

Effect of Job Satisfaction on Innovative Performance

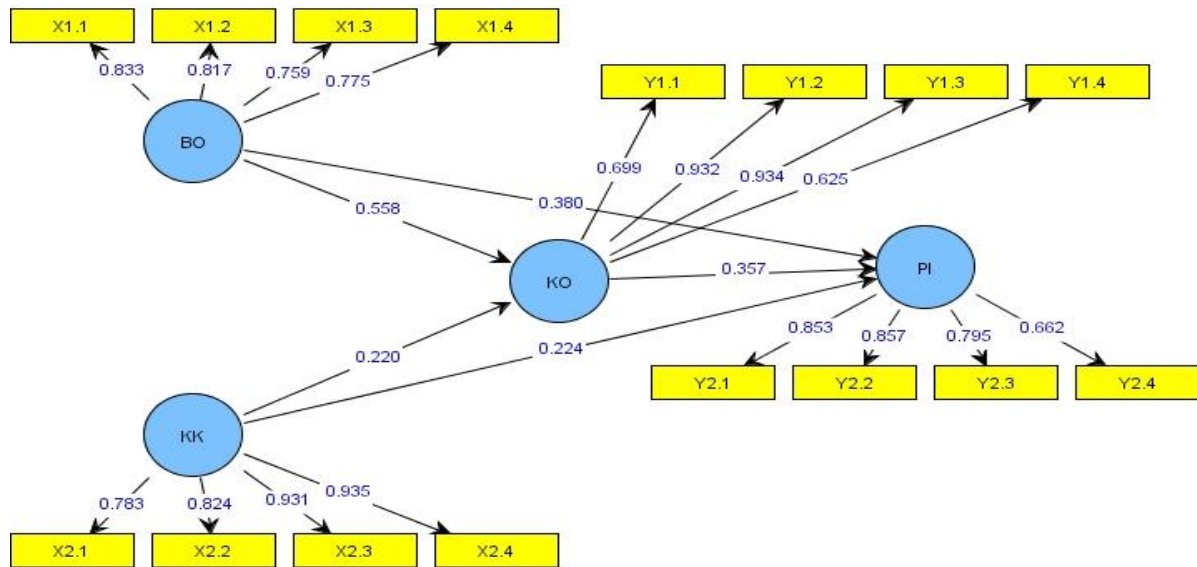
Based on the PLS test results obtained by the t-statistic test results of 2.004 is greater than t-table 1.999 ($t_{count} > t_{table}$). While the estimated coefficient (β) value is 0.224. It can be interpreted that there is a significant positive effect of the variable job satisfaction on innovative performance. So it can be concluded that the higher the level of satisfaction, the better the innovative performance of Kolaka State Vocational School teachers. Thus the fourth hypothesis of this study was accepted.

Effect of Organizational Commitment on Innovative Performance

Based on the PLS test results the t-statistic test result of 2.392 is greater than t-table 1.999 ($t_{count} > t_{table}$). While the estimated coefficient (β) value is 0.357. It can be interpreted that there is a significant positive effect of the variable organizational commitment on innovative performance. So it can be concluded that the higher the organizational commitment, the better the innovative performance of Kolaka State Vocational School teachers. Thus the fifth hypothesis of this study was accepted.

Path Analysis

For more details on hypothesis testing can pay attention to Figure 1 on the results of PLS processing.



Source: Smart PLS Output

Figure 1. Smart PLS Result

Discussion

Organization Culture Variables on Organization Commitment indicate that organization culture variables have a positive influence on organization commitment also shows through real conditions that occur in the research area. The perception of teachers of Kolaka State Vocational School who agree with the need to implement an organizational culture that can have an impact on improving organization commitment. Because important aspects that exist in organization culture such as the need to achieve the school's mission, identifying themselves as a whole, adjusting to the rules that apply in the school, as well as self-involvement in decision-making, run optimally if the teachers have a high commitment to make it happen. And it can be explained that the fact that the location of the research of all the teachers in this study has the will to realize the achievement of the Vocational High School mission, namely the Ministry of National Education concerning the Mission of State Vocational Schools in Indonesia, namely producing graduates with national identity and competitive advantage in national and global markets. Because they have understanding, they have a commitment that proven by attitude of the teachers who make their profession a pleasant job. Likewise with the enforcement of rules in schools that are implemented by teachers who obey they well as a form of commitment to attitude towards having an organization/school. So that it can be said that the application of organizational culture has a very positive impact on the organizational commitment of teachers. The results of this study are in line with the results of previous studies at other educational institutions including Rachmaliya and Effendy (2017) research shows that organizational culture must be integrated with individual values to build a strong organization which in turn will grow the organization's ability to compete.

Job Satisfaction with Organization Commitment indicates that the variable job satisfaction has a positive influence on organization commitment shown through the real conditions that occur in the study. Based on the fact, the location of the study can be explained that the respondents showed high job satisfaction, starting from satisfaction with their profession as a teacher because it was a starting job, the salary they received was felt enough to meet their daily needs coupled with other additional allowances and honorariums, satisfaction with the supervision of the principal who always monitors the activities of the school teachers in carrying out activities, as well as satisfaction with fellow co-workers or teachers and other administrative staff so that things have an impact on the better commitment of teachers to remain committed and dedicate

themselves in carrying out his profession as a teacher at school. So that it can be said that the higher the level of satisfaction of the teachers of Kolaka State Vocational School, the better the commitment of the organization. The results of this study are in line with the results of previous studies at other educational institutions including by Malik et al. (2010) with the title "Job Satisfaction and Organizational Commitment of Teachers in Public Sector Pakistan" found that job satisfaction has a significant effect on organizational commitment.

Organization Culture variables on Innovative Performance indicate that organization culture variables have a positive influence on innovative performance also indicated by the real conditions that occur in the place of research. This can be seen when the teachers in applying some aspects of organizational culture such as achieving the mission of the school, unite and be involved in decision making, and follow the rules imposed by the school, are always done well so that the impact on improving innovative performance. Because teachers who do not understand what the school mission is, do not obey the rules, and do not want to involve themselves in decision making related to the teaching and learning process, curriculum, how to handle students, learning methods, will have difficulty in implementing innovative performance. So that it can be said that the application of a good organization culture can have an impact on the teacher's innovative performance. The results of this study are in line with the results of research conducted previously in other educational institutions including Abubakar Fatiyah (2012) who examined in a high institution of educational institutions found that organizational culture has a positive influence on innovative performance.

Job Satisfaction on Innovative Performance indicates that job satisfaction has a positive influence on innovative performance also indicated by the real conditions that occur in the study. This can be seen when all aspects have been fulfilled or satisfied such as salary, supervision, and relations with colleagues, so the innovative performance of teachers can be improved. For example, teacher salaries and benefits that are satisfied will be applied in the form of the provision of more modern learning tools and literature such as the purchase of a laptop, tablets, infocus, and other tools that support the learning process so that teachers will be more innovative in learning in finding new ideas. Likewise with relations with fellow teachers who are intimate and felt by the teachers of Kolaka State Vocational School very satisfying so that when exchanging opinions, communication about the problem of new ideas related to learning in schools can be more interwoven and will encourage the creation of innovative performance arising from relations with colleagues. So that it can be said that high job satisfaction can encourage performance improvement in teacher innovation. The results of this study are in line with the results of research conducted previously in other educational institutions including Sabir and Kalyar (2013) in his research results, it can be seen that job satisfaction influences innovation performance.

Organization Commitment variables on Innovative Performance indicate that the variable organization commitment has a positive influence on innovative performance is also shown through the real conditions that occur in the study. This can be seen when the location of the study in three schools, namely all of the Kolaka Vocational High School where all the teachers showed an attitude that showed high commitment which had an impact on improving innovative performance. For example, the commitment of the teachers shown in the form of attitudes to keep working in a school where they work until the time they are not determined, do not have the thought of moving schools or permission to move, so the teachers are focused on making innovations to make new ideas in learning. Feeling happy in carrying out the task as explained in the previous discussion so that with such an attitude, it will have an impact on planning, coupling, communicating, and applying new ideas because feelings of unhappiness

at work will lead to loyalty and motivation to develop new ideas related to the learning process. So you can say that good organization commitment can have a positive impact on innovative performance. The results of this study are in line with previous studies at other educational institutions including (Wahyunianti Dahri & Aqil, 2018) the better the organizational commitment, the better the innovative performance.

5. Conclusion

Conclusion

After researching by distributing questionnaires to the teachers or respondents then the data is processed using the PLS Partial Least Square program to test the research hypothesis, so conclusions can be drawn as follows:

1. Based on the results of the analysis show that the innovative performance of the teachers of Kolaka State Vocational School in Southeast Sulawesi Province can be improved through organization culture, job satisfaction, and organizational commitment.
2. Based on the results of the analysis conducted, it can be seen that there is a positive influence of organizational culture on organization commitment, meaning that the better the application of organizational culture can increase the organizational commitment of the teachers of Kolaka State Vocational School.
3. Based on the results of the analysis carried out it can be seen that there is a positive influence between job satisfaction on organization commitment, meaning that the higher job satisfaction can be the higher the organization commitment of the teachers of Kolaka State Vocational School.
4. Based on the results of the analysis carried out, it can be seen that there is a positive influence between organization culture on innovative performance, meaning that the better the organization culture expectations, the better the innovative performance of Kolaka State Vocational School teachers.
5. Based on the results of the analysis carried out, it can be seen that there is a positive influence between job satisfactions on innovative performance, meaning that the higher job satisfaction can be the better the innovative performance of the teachers of Kolaka State Vocational School.
6. Based on the results of the analysis carried out, it can be seen that there is a positive influence between organization commitment to innovative performance, meaning that the higher the organization commitment, the better the innovative performance of the Kolaka State Vocational School teachers.

Suggestion

In connection with this research which is still far from perfection, it can be explained the limitations in this study so that it can be developed in the future including:

1. The need for expansion of respondents in other areas that have different characteristics so that comparisons will be found that can be used as something new in the improvement of this thesis
2. In this study, the variables studied were organization culture, job satisfaction, organization commitment that saw the extent of its influence on the teacher's innovative performance. So that there needs to be a slight change for one or two indicators in the future that can be linked to the improvement of innovative performance of teachers to add broader insight into the world of education, especially for teachers.

References

- 1) Ardhito, A., Wicaksono, D. A. (2018). Pengaruh Kecerdasan Emosional Terhadap Perilaku Kerja Inovatif Pada Pemimpin Perusahaan Rintisan 7, 16.
- 2) Attiq, S., Wahid, S., Javaid, N., Kanwal, M., Shah, H. J. (2017). The Impact of Employees' Core Self-Evaluation Personality Trait, Management Support, Co-worker Support on Job Satisfaction, and Innovative Work Behaviour 25.
- 3) Ayala, Y., Silla, J. M. P., Tordera, N., Lorente, L., & Yeves, J. (2017). Job satisfaction and innovative performance in young Spanish employees: Testing new patterns in the happy-productive worker thesis—A discriminant study. *Journal of Happiness Studies*, 18(5), 1377-1401.
- 4) Danish, R.Q., Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *Int. J. Bus. Manag.* 5, p159. <https://doi.org/10.5539/ijbm.v5n2p159>
- 5) De Jong, J. P. J., Kemp, R. (2003). Determinants of Co-Workers' Innovative Behaviour: An Investigation into Knowledge Intensive Services. *Int. J. Innov. Manag.* 07, 189–212. <https://doi.org/10.1142/S1363919603000787>
- 6) Deshpandé, R., Farley, J. U. (2004). Organizational culture, market orientation, innovativeness, and firm performance: an international research odyssey. <https://doi.org/10.1016/j.ijresmar.2003.04.002>
- 7) Gusty, R., Andri, S. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Hotel Mutiara Merdeka Pekanbaru) 5, 12.
- 8) Halim, H. A., Ahmad, N. H., Ramayah, T., Hanifah, H. (2014). The Growth of Innovative Performance among SMEs: Leveraging on Organisational Culture and Innovative Human Capital. *J. Small Bus. Entrep. Dev.* 2, 19.
- 9) Hult, T. (2004). Innovativeness: Its antecedents and impact on business performance. *Ind. Mark. Manag.* 33, 429–438. [https://doi.org/10.1016/S0019-8501\(03\)00116-0](https://doi.org/10.1016/S0019-8501(03)00116-0)
- 10) Kharisma, M., Prasilowati, S. L., Ayuningtyas, E. A. (2019). Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening. *J. Pengemb. Wiraswasta* 21, 135. <https://doi.org/10.33370/jpw.v21i2.342>
- 11) Kim, S. J., Masaki, T., Rowley, R., Leypoldt, J. K., Mohammad, S. F., Cheung, A. K. (2005). Different responses by cultured aortic and venous smooth muscle cells to gamma radiation. *Kidney Int.* 68, 371–377. <https://doi.org/10.1111/j.1523-1755.2005.00407.x>
- 12) Malik, M. E., Nawab, S., Naem, B., & Danish, R. Q. (2010). Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. *International journal of business and management*, 5(6), 17.
- 13) Niu, Z., Liu, L., Zhang, L., Shao, Q., Zhou, W., Chen, X., Xie, S. (2014). A Universal Strategy to Prepare Functional Porous Graphene Hybrid Architectures. *Adv. Mater.* 26, 3681–3687. <https://doi.org/10.1002/adma.201400143>
- 14) Rachmaliya, N. S., & Efendy, H. (2017). Analysis of employee performance, organization culture, work satisfaction and organizational commitment. *Human Resource Research*, 1(1), 41-57.
- 15) Rashid, A., Lodh, S., 2003. Board Composition and Firm Performance: Evidence from Bangladesh 23.
- 16) Sabir, H. M., & Kalyar, M. N. (2013). Firm's innovativeness and employee job satisfaction: The role of organizational learning culture. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9), 670-686.
- 17) Sadri, G., Lees, B. (2001). Developing corporate culture as a competitive advantage. *J. Manag. Dev.* 20, 853–859. <https://doi.org/10.1108/02621710110410851>
- 18) Wahyunianti Dahri, N., Aqil, M. (2018). Budaya Organisasi, Kepuasan Kerja, dan Komitmen Organisasi dalam Meningkatkan Perilaku Inovatif. *JBTI J. Bisnis Teori Dan Implementasi* 9. <https://doi.org/10.18196/bti.92109>
- 19) Wu, L., Norman, I. J. (2006). An investigation of job satisfaction, organizational commitment and role conflict and ambiguity in a sample of Chinese undergraduate nursing students. *Nurse Educ. Today* 26, 304–314. <https://doi.org/10.1016/j.nedt.2005.10.011>